

Strategy 2026 - 2030



Supporting exceptional healthcare
at the Mater Hospital through
generosity, partnership and purpose



“I went over to the side of the running track, got down on my hands and knees and fell over dead. I was admitted to the Mater for a quadruple bypass. From the cardiologists and nurses to the catering staff and the rehab team in Heart House, I couldn’t speak highly enough of everyone. The care and love they give is absolute magic.”

– Noel, Mater Hospital Patient

Contents

How the Foundation supports the Mater Hospital	01
A foreword from the CEO	03
Liam's story: Extraordinary care when it mattered most	04
A foreword from the Chair	06
Our purpose, ambition and values	07
Our Impact	11
Developing this strategy	13
Our strategic priorities	14
Putting our strategic plan into practice	19



How the Mater Hospital Foundation supports the Mater Hospital



The Mater Hospital has a long and proud tradition of delivering high-quality healthcare grounded in compassion, professionalism and clinical excellence.

For generations, it has been a place where patients and families receive care at some of the most challenging and vulnerable moments of their lives.

Opened in 1861, the Mater Hospital aimed “*to serve the greatest need in the city, somewhere the sick poor could go without having to know someone or pay money*”

Established over 160 years ago, the Mater Hospital is a leading level 4 acute teaching hospital



The hospital is the national centre for 17 specialties and supra specialties



It is one of the eight designated cancer centres



It is a major centre for intensive care medicine



It has been chosen to be one of the two major trauma centres in Ireland as part of the National Trauma Network

A rapidly changing healthcare environment

Advances in medical science, increasing patient demand and growing expectations for modern healthcare services are transforming how care is delivered. These changes create an opportunity to improve outcomes through innovation, and to ensure services remain responsive, efficient and sustainable.

Across Ireland and internationally, healthcare systems are experiencing rising demand. Populations are ageing, chronic disease is increasing and treatments are becoming more complex. These factors contribute to longer waiting times, greater pressure on facilities and the need for continuous investment in equipment, technology and workforce capability.

The Mater Hospital continues to respond to these challenges through careful planning, clinical leadership and a commitment to improvement. However, public funding alone cannot always keep pace with the rate of change required to deliver modern healthcare.

This is where the Mater Hospital Foundation plays a vital role.

Our fundraising activities enable the hospital to accelerate innovation, enhance facilities and invest in improvements that directly benefit patients and staff. Donations provide flexibility, allowing the hospital to respond quickly to emerging needs and to pursue opportunities that may otherwise be delayed. **The partnership between the hospital and the Foundation is therefore essential.** By working together, we ensure that any funds invested align with clinical priorities and deliver meaningful benefits.

Looking ahead, the hospital's future will be shaped by collaboration, innovation and sustained investment.

The Mater Hospital Foundation will remain a critical contributor to that future, supporting initiatives that enhance patient care and strengthen the hospital's ability to meet the needs of its community.



A foreword from the CEO

Every day at the Mater Hospital, patients and families place their trust in the skill, compassion and dedication of the staff who care for them. Behind every diagnosis, treatment and moment of reassurance is a commitment to deliver exceptional care. The Mater Hospital Foundation is here to support that commitment, which is right at the heart of our strategy.

Generosity from our supporters enables the hospital to move faster, to innovate earlier and to enhance the experience of patients and their families.

Since the launch of our previous strategy, we've seen remarkable generosity from individuals, communities and corporate partners. Together, we have funded essential equipment, supported clinical research & innovation and enhanced facilities across the hospital. We've also strengthened relationships across the hospital community to ensure all fundraising is guided by clinical need.

With pressure on the Mater Hospital at an all-time high, the demand for continuous investment to maintain patient care and strengthen patient outcomes is more pressing than ever. Healthcare continues to evolve at pace. Demand for services is increasing, treatments are becoming more complex and new technologies are transforming how care is delivered. While government funding remains fundamental, it cannot always meet every emerging need.



Mary Moorhead
Chief Executive

Looking ahead, our ambition is bold: **until exceptional care is always there, for everyone.**

This strategy sets out how we will achieve that ambition, by strengthening sustainable income, investing in our people, deepening relationships and enhancing the systems that support our work.

Continuing the mission of the Sisters of Mercy, who founded the Mater Hospital in 1861, the Mater Hospital Foundation is dedicated to supporting the delivery of world-class healthcare for all, regardless of means or circumstance.

To each and every one of our supporters and volunteers across Ireland, thank you. Your generosity makes extraordinary care possible.

Our purpose is unwavering: the Mater Hospital Foundation exists to raise funds to make up the shortfall in healthcare funding, because where there is a shortfall in funding, healthcare falls short.

Liam's Story

Extraordinary care when it mattered most

In June 2023, the Rockett family's lives changed forever after a devastating road traffic accident. Liam suffered life-threatening spinal and brain injuries, while their 13-year-old son Billy tragically lost his life. After emergency surgery in Kilkenny, Liam was transferred to the Mater Hospital, where a multidisciplinary team acted immediately to stabilise his injuries and support him on his long road to recovery.

At the Mater, the family experienced not only expert clinical care, but extraordinary compassion. Staff supported his family through the unimaginable task of breaking the news of Billy's death to Liam. Staff ensured Liam could attend his son's funeral remotely, moving wards to guarantee a stable WiFi connection. Every step was taken with empathy, dignity, and Liam's recovery in mind.

Today, Liam continues his rehabilitation and has achieved what once felt impossible, even completing a half marathon in honour of the team who helped save his life.

Liam and Billy Rockett on a family holiday before the accident



“The Mater Hospital staff will never know the positive impact they had on us at our lowest point. They will always be part of our story.”

– Jo Rockett, Liam’s wife



A foreword from the Chair

It is my privilege to present the Mater Hospital Foundation Strategy 2026–2030. Healthcare systems are experiencing significant and sustained pressure. Rising demand, technological advancement and increasing complexity mean that hospitals must continuously adapt to meet patient needs. In this context, the generosity of our supporters across the country plays an increasingly vital role in supporting progress and enabling innovation.

As one of the leading adult hospital foundations in Ireland, the Mater Hospital Foundation is uniquely positioned to bridge the gap between available resources and emerging need. The support we receive from our supporters enable us the flexibility to invest in new technologies, enhance environments and support initiatives that improve outcomes and the experience of our patients.

The Board of the Foundation carries a clear responsibility: to ensure every contribution entrusted to us is managed with integrity, transparency and accountability. Supporters of the Foundation give because they believe in the work of the hospital and the impact their support can make. It is our duty to steward that generosity wisely and ensure that investments deliver measurable benefit.

The achievements of recent years provide a strong platform for the future. Through thoughtful planning and collaboration, the Foundation has strengthened its relationships, enhanced its systems and increased its capacity to support the hospital's priorities.



Aidan O'Connell
Chair, Board of
Directors

However, the challenges ahead require continued ambition. Healthcare will continue to evolve, and the demand for investment will grow. Meeting these challenges requires dedication, innovation and strong governance.

This strategy reflects those priorities. It sets clear direction, establishes measurable goals and reinforces the importance of partnership across the hospital and wider community.

On behalf of the Board, I extend my sincere thanks to our community of supporters and our voluntary Board of Directors who contribute to the work of the Mater Hospital Foundation. Your generosity is a testament to the trust you place in us to steward resources responsibly. With your steadfast support, we will continue to build our fundraising capacity, to deliver ambitious projects and outstanding patient care.

Together, we will ensure the Foundation remains strong, resilient and capable of supporting the Mater Hospital for generations to come.



Our purpose, ambition and values



Our purpose:

Why we are here

The Mater Hospital Foundation exists to raise funds to make up the shortfall in healthcare funding. Because where there is a shortfall in funding, healthcare falls short.

This principle sits at the centre of our work. It shapes the decisions we make and the priorities we pursue.

Together, we are helping to build a future where exceptional care is always there, for everyone.

Our ambition:

What we are striving to achieve

Our ambition demands that our fundraising methods be strong, innovative, and adaptable to an ever-changing healthcare landscape and amid ongoing economic uncertainty ensuring we can serve future generations.

Against this backdrop, the Mater Hospital Foundation has defined a clear ambition:

Until exceptional care is always there, for everyone.

By building strong foundations today, we can ensure future generations benefit from continued progress.

“From the moment I entered the hospital’s care, I felt reassured by the professionalism, empathy, and dedication. Their calm guidance, clear communication, and comforting presence made an overwhelming experience more bearable. Thank you from the bottom of my heart.”

– Lorraine, Mater Hospital Patient





Our values

We are driven by five core values:

1 Integrity

We do the right thing through our words and actions

- We demonstrate accountability for our work and take responsibility when things go wrong
- We follow policies, procedures and regulatory requirements with care and consistency
- We communicate clearly, appropriately and in good time
- We are objective and fair in our decision making
- We keep our promises and follow through on commitments

2 Courage

We fearlessly do what needs to be done

- We have the conversations that need to happen, even when they feel uncomfortable
- We make bold, informed decisions that put patients and supporters first
- We keep a positive and solutions-focused outlook when facing challenges
- We take thoughtful, measured risks to grow our impact
- We speak up respectfully and contribute our ideas

3 Ambition

We set ambitious goals and we won't stop until exceptional care is always there for everyone

- We encourage creativity and fresh thinking
- We create an environment where ideas are welcomed and discussed openly
- We celebrate our wins and support each other through setbacks
- We actively seek out trends, insights and innovations, and encourage creativity that can move us forward
- We take pride in showing how generosity transforms healthcare
- We set high targets, track progress and keep pushing for better outcomes

4 Community

We harness the power of our community to transform patient lives

- We support, respect and lift each other up
- We share time, knowledge and skills so everyone grows
- We thank our supporters and show the difference they make
- We connect with patients, families, hospital staff, supporters and volunteers in meaningful ways
- We create spaces where people feel safe to speak and be heard
- We act with transparency so our community can trust us fully



5 Compassion

We treat everyone with kindness, dignity & respect – especially during their most vulnerable moments

- We listen fully and with intent
- We give time and attention to build meaningful connections
- We encourage, support and reassure people when they need it
- We welcome everyone equally and without judgement
- We recognise that everyone brings their own story and vulnerabilities

“My surgery was the first time I was ever a patient at the Mater and the wonderful hospital staff who cared for me made the whole thing bearable. I’d never been more frightened of anything in my life and was so blessed to be so well looked after.”

- Nikki, Mater Hospital Patient



Our impact

Every donation contributes to meaningful change.

The Mater Hospital Foundation continues to invest in four key areas to keep delivering world-class patient care and to be in a strong position to respond to increasing needs within the Mater Hospital.

We focus our investments in four key areas:

- Advancing medical equipment
- New services and hospital redevelopment
- Patient, family and staff support
- Research and innovation

These investments enable our healthcare staff to continue delivering high-quality care and improve outcomes for patients and families.

Importantly, fundraising for these areas often accelerates progress, allowing improvements to be delivered more efficiently than would otherwise be possible.



“On behalf of our team, we would like to extend our sincere gratitude to MHF. Their generosity enabled us to acquire cutting-edge technology which will have a lasting impact on patient care.”

– Dr Adrian Dockery,
Specialist Senior Clinical Scientist

Our commitment to our supporters

Our supporters place their trust in the Foundation, and we are committed to honouring that trust.

We do this by:

- Maintaining transparency in how funds are used
- Reporting clearly on outcomes and impact
- Ensuring strong governance and oversight
- Building lasting relationships based on trust and shared purpose

We uphold our core values by maintaining transparency and by building relationships based on trust and shared purpose. Our responsibility extends beyond financial management. It includes recognising generosity and demonstrating the tangible impact of every contribution.

Working in partnership

We work closely with:

- Hospital leadership and healthcare staff
- Grateful patients and their families
- Supporters
- Corporate partners
- Trusts and Foundations
- Volunteers

These partnerships ensure alignment between the investment from funds raised and the Mater's priorities. They also strengthen the hospital's capacity to continue delivering exceptional care.

Together, we create a network of support that benefits patients, staff and the wider community.





Developing this strategy

This strategy has been developed through a collaborative and structured process designed to reflect the needs of the hospital, the expectations of our supporters and the realities of the healthcare environment.

A thorough, informative, positive and highly participative consultation played a central role in developing this strategy. We engaged with hospital leadership, healthcare staff and key stakeholders to understand emerging priorities and identify areas where fundraising could have the greatest impact. These conversations provided valuable insight into the challenges facing healthcare services and the opportunities available to improve outcomes.

Input was also gathered from our supporters, corporate partners, our Board of Directors and our staff. Their perspectives highlighted the importance of transparency, accountability and clear communication on the delivery of impact, and of instilling a culture of excellence in everything we do.

In addition to this consultation, the planning process included:

- Review of organisational performance
- Analysis of fundraising trends
- Consideration of healthcare developments
- Evaluation of internal capabilities
- Assessment of risks and opportunities

This evidence-based approach ensured that the strategy reflects both ambition and realism. The process also reinforced the importance of alignment between the Foundation and the Mater Hospital. Strong alignment ensures that all fundraising supports clearly defined clinical priorities and contributes to meaningful improvement.

Ultimately, this plan represents a shared commitment. A commitment to strengthen the Foundation's capacity to support the hospital and to maximise the impact of every donation received.



Our strategic priorities

The purpose of this strategy is to provide a clear and practical framework that guides decision-making, resource allocation and organisational development.

It establishes priorities that reflect both current needs and future opportunities. At its core, the strategy supports a single overarching objective: To strengthen the capacity of the Mater Hospital Foundation so that we can sustainably invest in patient care and innovation for years to come.

Achieving this objective requires focus, discipline and consistency. It requires clear direction supported by measurable actions.

This strategy therefore defines four interconnected priorities that will guide the Foundation's work over the next five years:

- 1 Build agile and sustainable income streams**
- 2 Develop our culture and empower our people**
- 3 Deepen our engagement & alignment with the hospital**
- 4 Strengthen systems to drive efficiencies**

Each priority represents a critical component of long-term success and are consistent with our core values of Integrity, Courage, Ambition, Community and Compassion. Together, they form a balanced framework that supports growth, resilience and accountability.

By aligning effort across these areas, we create a Foundation that is capable of delivering meaningful and lasting impact.





1 Build agile and sustainable income streams

Sustainable income is essential to delivering a meaningful impact for the Mater Hospital. The Foundation must maintain diverse and reliable funding sources that support both short-term priorities and long-term investment.

Diversification of fundraising activities reduces risk and enhances resilience. It ensures that the Foundation is not overly dependent on a single source of income.

Growth in sustainable unrestricted income allows the Foundation to respond to emerging priorities and support transformational projects within the Mater Hospital.

Over the next five years, we will strengthen our fundraising capability and expand revenue streams to ensure consistent growth.

KEY AREAS OF FOCUS INCLUDE:

Grow our income with continuous investment and an emphasis on sustainable income.

Strengthen financial resilience through continued income diversification.

Cultivate a vibrant, ever-growing community of supporters.

Develop and implement a plan to move to an unrestricted or lightly restricted funding model.

Enhance how we demonstrate impact through strengthened qualitative and quantitative analysis.





2 Develop our culture and empower our people

Our people – staff and volunteers – are the Foundation’s greatest strength, and their dedication and professionalism underpin every aspect of our work. Building a strong and supportive culture ensures that individuals feel valued, motivated and equipped to contribute effectively.

A strong culture enhances performance and supports resilience. It enables teams to respond effectively to change and to maintain high standards of service.

Ultimately, investing in our people ensures that the Foundation remains capable of delivering on its ambition.

Over the next five years, we will invest in developing capability, strengthening leadership and supporting continuous learning. We will also foster an environment that encourages collaboration, innovation and accountability.

KEY AREAS OF FOCUS INCLUDE:

Transform insights from our annual Organisational Health Analysis into a bold action plan for continuous improvement.

Launch a Performance Development Review Process, to include a focus on our values.

Analyse education needs and facilitate appropriate educational opportunities for Staff and Board.

Build more structured opportunities for cross-team collaboration, communication, innovations & sharing success stories to inspire.

Embed organisational values into all aspects of the Foundation.

Safeguard organisational resilience by addressing critical dependency risk.



3 Deepen our engagement & alignment with the hospital

Strong relationships are at the heart of all we do to support the Mater Hospital. Engagement extends beyond fundraising, it includes building trust, demonstrating impact and maintaining meaningful connections with supporters, volunteers and partners.

Effective engagement builds confidence and encourages continued support. It ensures that supporters understand the value of their contributions and feel connected to the outcomes achieved. Through thoughtful engagement, we strengthen relationships that sustain long-term success.

Over the next five years, we will strengthen communication and deepen engagement across all stakeholder groups.

KEY AREAS OF FOCUS INCLUDE:

Develop and implement a structured approach to hospital-wide engagement.

Build a network of medical consultants who understand and proactively support our purpose.

Negotiate access to additional hospital platforms, tools & facilities.

Launch a volunteer programme, empowering the organisation to deepen and expand supporter engagement.

Increase visibility and awareness of the Mater Hospital Foundation brand and impact across the hospital campus.

Establish a grantee awards programme.





4 Strengthen systems to drive efficiencies

Effective systems enable efficient operations and support informed decision-making. As the Foundation grows, the need for reliable processes and modern technology becomes increasingly important.

Efficiency improves productivity and reduces operational risk. It also supports accountability by ensuring that resources are managed responsibly.

Investing in systems strengthens organisational capability and enables sustainable growth.

Over the next five years, we will enhance systems that support fundraising, reporting and organisational management.

KEY AREAS OF FOCUS INCLUDE:

Conduct an initial high-level review of key systems and processes, including manual tasks and our grant award processes to optimise organisational efficiency.

Identify, prioritise and implement top opportunities for improvement through streamlining and/or technology/AI solutions.

Annually assess new or emerging technologies to determine system enhancement opportunities.



Putting our strategic plan into practice

This strategy is designed to guide action and support decision-making across the organisation.

It will inform:

- Annual operational planning
- Resource allocation
- Performance measurement
- Risk management
- Reporting and accountability

Progress will be reviewed regularly to ensure objectives remain relevant and achievable. Performance indicators will be used to measure outcomes and identify opportunities for improvement. Reporting will provide transparency and demonstrate the impact of our fundraising activities .

This strategy is not static. It will evolve in response to changing circumstances, emerging needs and new opportunities. Flexibility ensures the Foundation remains responsive and resilient.

By using this strategy as a living framework, we strengthen our ability to deliver meaningful and lasting impact.

“When I got the date for my spinal operation, I was delighted. The night I said goodbye to my sister, her lip started to quiver and her eyes started to water as she was leaving. And I said don’t be silly, go home now I’ll be grand. I wasn’t crying, I was thrilled. I knew I was in good hands and genuinely cared for by the whole team.”

– Mary, Mater Hospital Patient





The Mater Foundation
53-54 Eccles Street
Dublin 7
Ireland

Charity Registration Number: 20024505
Charity Tax Number: CHY9768

Tel: (01) 830 3482
Email: contact@materfoundation.ie

 [@materfoundation](https://www.facebook.com/materfoundation)

 [Mater Foundation](https://www.instagram.com/materfoundation)

 [The Mater Foundation](https://www.linkedin.com/company/materfoundation)

www.materfoundation.ie

